May 22, 2009

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS, HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED TO THE TRANSITION TO THE NEW LAC+USC MEDICAL CENTER – PROGRESS REPORT #12 (Agenda Item #S-1, May 26, 2009)**

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the period of April 2009.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of April 2009 was 572 out of 671 licensed beds, an estimated 83% utilization rate (85% occupancy). This is the same ADC as March 2009, the highest level since the November move. The census for Medical/Surgical (Med/Surg) units was an estimated 94% utilization rate (96% occupancy).

Diversion Data

ED saturation diversion averaged 58% for the month of April 2009, a slight increase from the month of March 2009.

Patient Flow Updates

In an effort to manage increasing ED boarding times (EDBTs) and associated patient flow issues, several major initiatives have been implemented:

Licensing Program Flexibility -- On May 15, 2009, the California Department of Public Health (CDPH) approved LAC+USC's application for program flexibility with respect to 10 intensive care unit (ICU) beds. The facility requested that CDPH authorize the use of 10 ICU beds as Med/Surg ward level beds in an attempt to better meet patient care needs. Currently, there is a greater need for inpatient ward beds as opposed to ICU beds. ICU capacity remains sufficient for patients needing a higher level of care.

The approval allows the facility to staff the beds according to Med/Surg standards (1 nurse to 5 patients) instead of ICU ratios (1 nurse to 2 patients). These beds were opened and staffed on May 18, 2009. The beds can be reverted back to ICU status if there is a need; staffing would be adjusted accordingly.

www.dhs.lacounty.gov

Temporary Overflow Med/Surg Beds -- LAC+USC has identified a patient care area of the Diagnostic and Treatment Tower that can be utilized on a temporary basis when the boarding time of patients waiting to be admitted becomes problematic due to lack of inpatient capacity. This overflow area is fully equipped and, when used, is appropriately staffed to manage patients as if assigned to a permanent bed as an interim measure until a bed is made available.

Transfers for Admission -- LAC+USC continues to arrange for transfers of eligible, consenting Med/Surg patients to Rancho Los Amigos Rehabilitation Center for admission. In addition, efforts to transfer patients to private facilities are increased when in-house Med/Surg capacity is maximized. For April 2009, 61 patients were transferred out for admission to Rancho and 35 were transferred to other hospitals for a total of 96 transfers.

The Department continues to look for additional options to decompress the ED during peak periods of activity and increase admission capacity as needed.

If you have any questions or need additional information, please contact me or Carol Meyer, Interim Chief Network Officer, at (213) 240-8370.

JFS:CM:pm
811:003
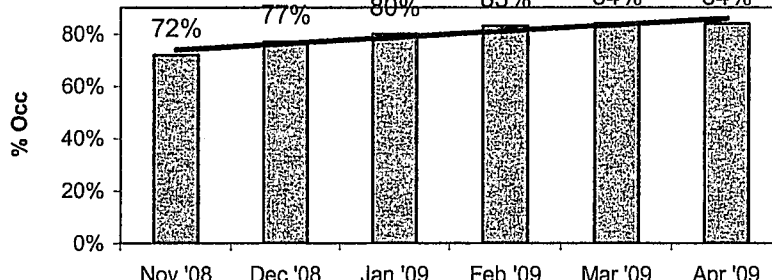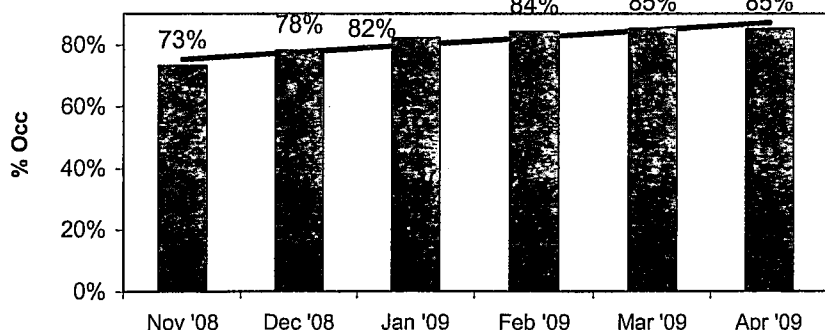
Attachments

c: Chief Executive Officer
       County Counsel
       Executive Officer, Board of Supervisors
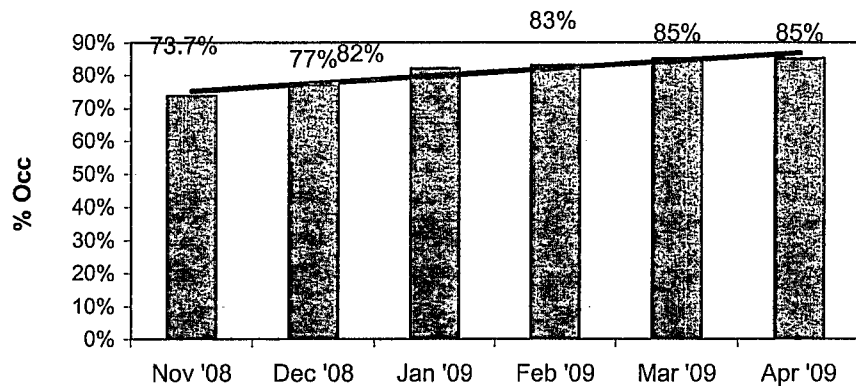
Indicator	Definition	Data	Comments
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics			
1a. Average Daily Census (ADC)	**ADC:** A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean. **Calculation:** Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month. **Source of Data:** Affinity	 **ADC** Values: 637, 598, 623, 612, 605, 625.5, 623, 590, 609, 605, 583, 611, 578, 596, 491, 525, 551, 563, 572, 572 Months: Oct '06, Dec '06, Feb '07, Apr '07, Jun '07, Aug '07, Oct '07, Dec '07, Feb '08, Apr '08, Jun '08, Aug '08, Oct '08, Dec '08, Feb '09, Apr '09 Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.	ADC provided as background information.

Indicator	Definition	Data	Comments
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics			
1b. **Occupancy Rate LAC+USC Medical Center**	**Definition:** A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period. **Calculation:** The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds. **Source of Data:** Affinity **Target:** 95%	1. Medical Center Licensed Occupancy Rate (excluding Newborns) = Med Center Census – Newborns / 600 **Med Center Census – Newborns / 600** 72%, 77%, 80%, 83%, 84%, 84% Nov '08, Dec '08, Jan '09, Feb '09, Mar '09, Apr '09 2. Medical Center Licensed Occupancy Rate (including Newborns) Med Center Census + Newborn /600 **Med Center Census + Newborns / 600** 73%, 78%, 82%, 84%, 85%, 85% Nov '08, Dec '08, Jan '09, Feb '09, Mar '09, Apr '09	For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.

Indicator	Definition	Data	Comments
		2. Healthcare Network Budgeted Occupancy Med Center Census + Newborns + Psych Hosp Census / 671 Med Center Census + Newborns + Psych Hosp Census / 671 Medical Center = New Facility Healthcare Network = New Facility + Psychiatric Hospitals	
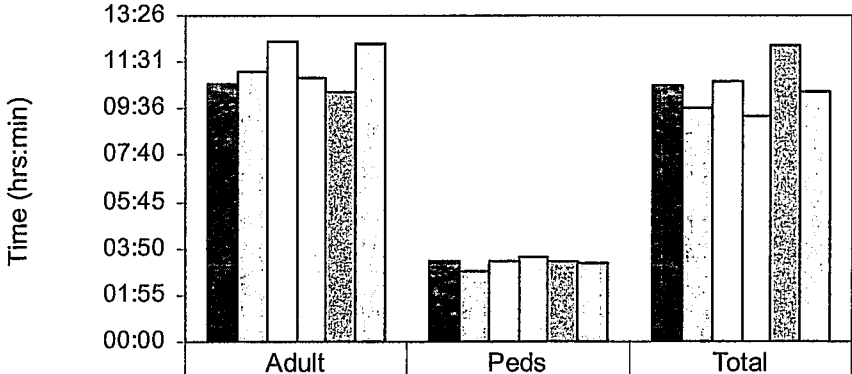
Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics			
2a. **Median Emergency Department Boarding Time** **(EDBT)** ***Harris Rodde Indicator**	**Boarding Time:** Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition). **Calculation:** The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values. **Source of Data:** Affinity **Target:** Less than 7 hours.	 April '09 data is Preliminary data	

Indicator	Definition	Data	Comments
		Median Boarding Time* Time (hrs:min) 7:12 6:00 4:48 3:36 2:24 1:12 0:00 Oct '06 ... Apr '09 4:34 5:21 3:37 3:43 3:44 3:43 5:00 5:00 4:25 3:45 3:40 3:09 3:36 4:46 4:26 3:21 4:00 2:43 3:22 2:34 2:58 4:42 4:58 5:18 5:22 6:06 6:38 April '09 data is Preliminary data	

Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics			
2b. **ED Wait Time**	**ED Wait Time:** Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean. **Definition:** Sum of all wait time values during the monthly reporting period divided by the total number of values. **Source of Data:** Affinity **Target:** No target value. Lower numbers are better.	ED Wait Time chart and data below	

ED Wait Time

Time (hrs:min)

13:26
11:31
09:36
07:40
05:45
03:50
01:55
00:00

	Adult	Peds	Total
■ Nov '08	10:36	3:18	10:30
□ Dec '08	11:07	2:53	09:36
□ Jan '09	12:20	3:20	10:41
□ Feb '09	10:54	3:31	9:19
▨ Mar '09	10:18	3:18	12:12
□ Apr '09	12:18	3:15	10:18

Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients

Total ED Wait time: *Excludes Psych, Observation Unit, and Jail

April '09 data is Preliminary data

Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics			
2c. **Left Without Being Seen** **(LWBS)** ***Harris Rodde Indicator**	**LWBS:** The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits. **Calculation:** The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis. **Source of Data:** Affinity **Target:** No target value. Lower numbers are better.	 April '09 data is Preliminary data	

Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics			
2d. **ED Diversion**	**ED Diversion:** A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis. **Calculation:** The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month. **Source of Data:** ReddiNet	 **Diversion of ALS Units due to ED Saturation**	This is slightly lower than the before move diversion history which generally ranged between 50-60%. Key points: -- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive. -- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".
2e. **Surge Report**		Surge reporting suspended during move weeks. Data not available. Will provide when reinstituted.	

Indicator	Definition	Data	Comments
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics			
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	**Transfers:** The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units. **Data Source:** Manual record keeping. Cancelled category includes patients who's condition changed leading to higher level of care or discharge home.	(see tables below)	

Month of April

Referrals from ER:

	Med/Surg	Acute Stroke	Total
# Met transfer criteria	59	NA	-
# Referred to RLAH	59	15	74
# Transfers	34	15	49
# Denied	6	NA	-
# Cancelled	19*	NA	-
# Patients refused*	12	NA	-

Referrals from Inpatients:

	Med/Surg	Acute Stroke	Total
# Met transfer criteria	40	NA	-
# Referred to RLAH	40	4	44
# Transfers	27	4	31
# Denied	6	NA	-
# Cancelled	7*	NA	-
# Patients refused*	1	NA	-
Other /Pending	-	NA	-

Indicator	Definition	Data	Comments
		Rancho Transfers Workload	

Rancho Transfers Workload

Legend: ER, Inpt

transfers (y-axis: 0 to 40)

- ER: Nov '08 = 8, Dec '08 = 10, Jan '09 = 24, Feb '09 = 26, Mar '09 = 32, Apr '09 = 34
- Inpt: Nov '08 = 27, Dec '08 = 28, Jan '09 = 29, Feb '09 = 22, Mar '09 = 24, Apr '09 = 27

Months: Nov '08, Dec '08, Jan '09, Feb '09, Mar '09, Apr '09

Patients Transferred Out

Volume (y-axis: 0 to 70)

- Other Hospitals: Nov '08 = 14, Dec '08 = 20, Jan '09 = 14, Feb '09 = 18, Mar '09 = 29, Apr '09 = 35
- Rancho: Nov '08 = 33, Dec '08 = 38, Jan '09 = 53, Feb '09 = 48, Mar '09 = 56, Apr '09 = 61

Months: Nov '08, Dec '08, Jan '09, Feb '09, Mar '09, Apr '09

Legend: Other Hospitals, Rancho

Indicator	Definition	Data	Comments
Indicator #5 – Harris Rodde Indicators			
5. Average Length of Stay (ALOS) *Harris Rodde Indicator	**LOS:** The difference between discharge date and the admission date or 1 if the 2 dates are the same. **Total LOS:** **Calculation:** ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place. **Source of Data:** Affinity **Target:** <5.5 days	 **ALOS** —◆—Target ALOS —▣—Actual ALOS ***Healthcare Network ALOS -** Preliminary data pending Auditor-Controller validation	Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.

Indicator	Definition	Data		Comments
Indicator #6 – Pediatric Metrics				
6. **Pediatric Bed Census and Occupancy (%)** **Pediatric ICU (PICU)** **Neonatal ICU (NICU)** **Pediatric Unit** **Adolescent Unit**	**Census:** The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward. **Occupancy:** The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage. **Source of Data:** Affinity			

Chart data table:

	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)
■ Nov-08	56%	54%	50%	33%
☐ Dec-08	52%	60%	60%	40%
☐ Jan-09	52%	68%	70%	75%
☐ Feb-09	50%	80%	80%	85%
▨ Mar-09	57%	72%	70%	80%
☐ Apr-09	57%	60%	60%	75%